



TERRY L. STEWART - DIRECTOR

AUGUST - 2001

## Major Security Staffing Project Underway

George A. Vose Jr., James C. Spalding, William D. Catoe, Michael T. Pickett, F. Warren Benton, David Tristan and George M. Camp: Seven practitioners widely known in the corrections profession. They have begun a major analysis of staffing in Arizona Department of Corrections prisons.

The staffing analysis stems from a December 2000, report on security operations by the Arizona Office of the Auditor General. The report was critical of the Department's staffing in some areas of the prison system, and

recommended a zero-base analysis to determine the number of staff needed to adequately fill critical posts. Assuming the analysis showed that more officers would be needed for the staffing of critical posts, the report also recommended that the Department should increase its complement of correctional officers.

The Auditor General's report, while recognizing the Department was overcrowded with inmates and understaffed in the area of correctional officers, further recognized that some prison designs, such as tents and

*continued on page 4*



*Left to Right: George A. Vose Jr., James C. Spalding, William D. Catoe, Michael T. Pickett, F. Warren Benton, David Tristan, and George M. Camp*

## An IMS from Mother Nature



*Tucson Officers Assessing the Damage on the roof of the Rincon Unit*

In the last week of July, two ADC complexes were under Incident Management System.

Normally this would not be a strange occurrence, however, ADC employees at ASPC-Douglas and Tucson didn't have to respond to any incidents

involving inmates. They had to react to high winds, poor visibility, driving rain, lightning, power outages and damages caused by two storms.

The storms forced staff to take the highest precaution to ensure the safety and welfare of everyone at ASPC-Douglas and Tucson.

"In the event of a severe storm and power is lost, every facility has a contingency plan in place, including diesel generators. If there is no emergency plan in place or backup power source, inmates could take advantage of the situation and assault staff or each other," said Correctional Administrator George Baldwin.

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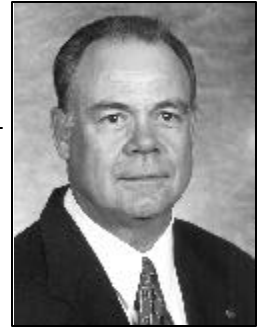
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# DIRECTOR'S PERSPECTIVE

by Terry L. Stewart



In all areas of government there is pressure to improve the lines of service, manage personnel, consider new forms of technology and build a long term capacity for success. The Arizona Department of Corrections, like other state agencies, is open to scrutiny and review of its level of performance. To ensure the Department is fulfilling its "mission" in conducting business properly, our agency, as well as other state agencies, is subject to performance audits by the Office of the Auditor General once every 10 years.

The Office of the Auditor General is an independent source of unbiased information. As part of their duties, the Office targets specific areas within an agency to review and then over a period of time makes recommendations based on their findings. However, before the audit process even begins the auditors propose what areas they feel need auditing and why. The auditors look at programs that use a majority of budget dollars and perform mission-critical functions.

A team of 14 auditors began the process of auditing our agency in August 1999. Prior to the audit beginning the Department took the innovative approach of presenting a very detailed overview of our function and budget process. This overview provided the auditors with valuable information enabling them to zero in on key areas that needed consideration including Security Operations, Human Resources Management, Private Prisons and Arizona Correctional Industries.

Except for finalization of an audit on ACI, which is pending, six different audits have all been completed and for the most part the results have been very favorable. However, there are some well deserved criticisms leveled at our agency that resulted from their audits.

Our history of audit performance has not always been so positive. In 1985 and 1986 the Auditor General's Office conducted six performance audits of the Department. They included the areas of Contracts Management, Security and Staffing Issues, Facilities Maintenance, Facilities & Construction Division, Adult Institutions Security and Administrative Activities (Fleet Management, Maintenance supplies and EDP, which is now known as IT). In general, these audits were fairly critical of the Department's operations and made numerous recommendations for improvements. In 1990 and 1991 the audit team returned and performed four performance audits that were follow-up audits to those conducted in 1985 and 1986. These audits showed the Department had made significant improvements.

The Department recognizes the relevance of the audits and how

they serve a valuable purpose in examining issues that may have gone unnoticed. The team of auditors assigned to ADC created a new focus. Their impartial assessment of our agency will allow us to remedy imperfections and transform the ways our service is planned and delivered.

The partnership we have formed with the Auditor General's Office is clearly expressed by Auditor General Debra K. Davenport who said our staff was extremely professional and cooperative with all their requests and have worked to ensure their recommendations are applicable to the operation of our agency. Our Department has accepted all the recommendations of the Auditors Office and will implement them either in the manner they were proposed or with some modifications.

The Auditor General reports have revealed some notable findings:

The Department saved \$5.5 million in the last two years using privately operated prisons and that not a single ADC job has been lost due to private prisons.

Consultants for the Auditor General stated, *"Our favorable impressions of staff relate as well to line officers whom we encountered over the course of our evaluation. There is a sense of pride and loyalty that pervades these men and women and that speaks well for the efforts of Director Stewart and his subordinates to create a cohesive corrections team with high morale."*

The Auditor reported ADC, "is making highly commendable and largely appropriate efforts to provide a safe and secure environment."

"The Department has made progress in recruiting although results still fall short."

Consultants for the Auditor General reported that "...given the drawbacks relating to the poor design of several older prisons and the very difficult staffing issues the Department faces, wardens and deputy wardens are achieving more than they could reasonably be expected to..."

I would like to thank the Office of the Auditor General and the employees and management staff of the Arizona Department of Corrections for their contribution to the audits. Your participation was invaluable to the outcome of this exercise and will enable us to provide the best protection and service to the citizens of Arizona.

The Department will continue to be a working partner with the Arizona Office of the Auditor General.

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# QWL-21 Status Report:

Index	Category/Description	Activity																																				
1.0	Major shift culture/Open dialogue	<b>Assistant</b> Director Hughes met with parole staff in the Pima East and Mesa Main offices to provide information and listen to staff concerns.																																				
4.0	Major shift culture/Assessment tool	<b>The</b> Director approved the Department's mini-survey and HR/D has begun preparing it for distribution. The wardens and assistant directors will be asked to provide HR/D with any complex or division-specific questions they want to add to the survey. Site specific surveys will be completed and copies will be sent to each complex or division for staff to complete. About 2000 randomly selected staff will be asked to respond to the surveys, which are expected to be sent out in late August.																																				
10.0	Safety and staff shortages/Parole Officers	<b>The</b> process of arming parole officers for personal protection only is underway. Training and qualifying is scheduled to begin in mid-August.																																				
11.0	Training	<b>Proposed</b> 320-hour COTA curriculum: The TQM Committee's recommendations are proceeding up the chain-of-command.																																				
16.0	Recognition/Peer to Peer	<b>Final</b> draft of DO #506 is nearing completion and should be submitted prior to the next update.																																				
17.0	Pay	<b>Approving</b> upon receipt of requests. Fact sheet prepared for Director through Deputy Director Carlson on administrative adjustments relating to fair compensation and associated costs. Total number of administrative adjustment requests for supervisor/subordinate pay issues, as of 07/31/01, is 128. The estimated dollar amount requested is \$425,919. The decrease in the number of requests and dollar amount from the last report is because some requests were no longer valid, such as subordinate was not making more than the supervisor, supervisor and/or subordinate transferred to a different position/location, or terminated employment with the agency. Funding sources are still being pursued. Two additional items have been added. One is pay increases for programs(COIII's and IV's) and parole positions. These positions are currently compensated at less than their security counterparts. Estimated funding to resolve these inequities is \$43,000. A third issue addresses employees whose salaries are not comparable to others with similar education, experience and tenure with the agency. To date, we have received over 20 requests to increase salaries due to these types of inequities at a total cost of over \$100,000. Funding sources for these three pay issues will be pursued through the legislative process.																																				
19.0	Investigations and Discipline/Managers Training	<b>Revisions</b> to DO #508 Employee Discipline have been received by the Employee Relations Unit and incorporated into policy. Final draft submitted August 5, 2001. Prison Operations Division has been tracking numbers of Mistakes & Misconduct. For June & July:																																				
		<table> <tr> <th><u>Complex</u></th><th><u>Mistakes</u></th><th><u>Misconduct</u></th></tr> <tr> <td>Eyman</td><td>101</td><td>36</td></tr> <tr> <td>Florence</td><td>22</td><td>22</td></tr> <tr> <td>Perryville</td><td>6</td><td>7</td></tr> <tr> <td>Phoenix</td><td>9</td><td>19</td></tr> <tr> <td>Winslow</td><td>6</td><td>7</td></tr> <tr> <td>Douglas</td><td>10</td><td>6</td></tr> <tr> <td>Lewis</td><td>27</td><td>19</td></tr> <tr> <td>Safford</td><td>8</td><td>2</td></tr> <tr> <td>Tucson</td><td>70</td><td>10</td></tr> <tr> <td>Yuma</td><td>11</td><td>36</td></tr> <tr> <td></td><td>270</td><td>164</td></tr> </table>	<u>Complex</u>	<u>Mistakes</u>	<u>Misconduct</u>	Eyman	101	36	Florence	22	22	Perryville	6	7	Phoenix	9	19	Winslow	6	7	Douglas	10	6	Lewis	27	19	Safford	8	2	Tucson	70	10	Yuma	11	36		270	164
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Quonset huts, posed security and safety problems. It recommended opening all units at ASPC-Lewis, and replacing over time all units that hamper safety and security.

Over the next several months, this group of professionals contracted to do the staffing analysis will be studying security staffing patterns throughout the Department, and provide an objective review that will enable security operations to be performed in an effective and efficient manner so that maximum public safety, facility security, and staff safety are preserved. They'll look at such things as the layout of beds in a dormitory, how a post in that dormitory is staffed over a 24-hour, 7-day a week period, and whether it is staffed appropriately. Additionally, they will determine whether any changes may be

in order for the Department's policy on staffing procedures, Director's Instruction No. 169.

The group was assembled by George Camp, a partner in Criminal Justice Solutions, LLC, the consulting arm of the Criminal Justice Institute, which was awarded a contract by the Department to conduct the staffing analysis. The group consists of former corrections directors, deputy directors, and wardens, a correctional expert witness, and a criminal justice professor. Combined, their careers encompass over 200 years of experience from numerous correctional systems from California to New York, as well as the Federal Bureau of Prisons. They have worked as administrators, adult and juvenile prison wardens, and technical advisers.

Prison Operations Deputy Director

Charles Ryan underscored the importance of the staffing analysis.

"Given the multitude of operational activities that routinely occur in our prison system, this endeavor is necessary to corroborate our commitment to employee safety, as well as the security of the inmate population," Mr. Ryan said.

Corrections Director Terry Stewart has provided the seven consultants unlimited access to ADC prisons and staff.

"We will be a partner with you in finding out what has to be done," the Director told the group at its initial briefing.

"I hope that the result of the analysis will be a recommendation that this Department will be able to use to stand behind its number one priority, staff safety," the Director said.

## Department Successful in Prison Privatization

*by Lacy Scott, Prison Operations*

When it comes to contracting with private prison companies, the Arizona Department of Corrections runs one of the "tightest ships" in the country, according to the most recent Auditor General's Report.

Because of prison privatization, some employee groups in Arizona had early concerns about state correctional jobs being lost and the image of the correctional officer being diminished to a role that was less than professional. In fact, in Arizona, that didn't happen. Of

the three private prisons that contracts with ADC, not a single correctional position has been eliminated. Nor has the image of the correctional officer been harmed, as demonstrated by the recent passage of the twenty-year retirement bill. Privatization is nothing more than an alternative means of providing for the delivery of essential services.

The decision to privatize or not, should flow from the logical interests of sound correctional practices rather than ideological or political considerations. The Auditor General's Report noted the focus of the Department's philosophy

allowed ADC to utilize those beds for higher custody inmates who require the supervision of the Department's expert correctional staff.

Currently two private companies, Correctional Services Corporation (CSC) and Management and Training Corporation (MTC) operate three contracted facilities providing services for males needing treatment for alcohol and substance abuse. ASP Phoenix-West & ASP Florence-West are operated by CSC. The Marana Community



*An aerial shot of private prison Phoenix West*

has been and continues to be to privatize new beds of selected "one-way" population groups. This approach enables ADC to gain needed beds without requiring a massive expenditure of tax dollars that is required to build a new prison, and without adversely affecting existing jobs. The privatization of the majority of the DUI population has

Treatment Facility is operated by MTC. A total of 1,450 beds or 5 percent of the prison population is privatized. The Auditor General reports in the last two years \$5.5 million has been saved through the use of these facilities. The savings have been realized without a reduction in the quality of treatment or services. The

*continued on page 11*

# The Men Behind the Study

Criminal Justice Solutions (CJS) has assembled a highly qualified team of senior correctional experts with extensive experience in both correctional operations and management.



*George Camp*

**George M. Camp** is a partner in CJS, and since 1978 has been Principal of the Criminal Justice Institute in Middletown, Connecticut. He has provided state governments with experience in developing and implementing systematic solutions to criminal justice problems. He has assisted in criminal justice system projects in more than 30 jurisdictions and has conducted studies on cutting edge issues in corrections such as Prison Gangs, and Management of Crowded Institutions. He also provides services to the Association of State Correctional Administrators such as publishing its newsletter and developing training programs for its membership.

Mr. Camp is a former Deputy Commissioner of the New York State Division of Criminal Justice Services, and a former Director of the Missouri



*George A. Vose Jr.*

Department of Corrections. He holds a Ph.D. in Sociology from Yale University; an M.A. in Criminology and Corrections from Florida State University; and a B.A. in American Literature from Middlebury College.

**George A. Vose, Jr.** is also a partner in CJS. As a consultant, he has worked closely with the New Mexico Executive and Legislative branches of government on improving operations in the State's prison system and its private prisons. He also has provided advice to the States of New York and Massachusetts on issues before the courts, and he coordinates the business of the Association of State Correctional Administrators.

Mr. Vose is a former Director of the Rhode Island Department of Corrections. In fifteen years in the Massachusetts Department of Corrections he served as Commissioner; Deputy Commissioner; and as a Superintendent or Deputy Superintendent at correctional institutions.

Mr. Vose holds Masters and Bachelor of Science degrees in Criminal Justice from Northeastern University in Boston.

**James C. Spalding** has been



*James C. Spalding*

employed in the field of corrections for more than 35 years. He began his career as a correctional officer, and has held such positions as Director of the Division of Prisons for the State of Washington, and Director of the Idaho Department of Corrections. Mr. Spalding holds a B.A. in Law and Justice with an emphasis on corrections from Central

Washington State College, an Associate of Arts degree, and an Associate of Applied Arts and Sciences Corrections degree from Walla Walla Community College.

**William D. Catoe** was employed with the South Carolina Department of



*William D. Catoe*

Corrections for 30 years, and served as Director for a year. Prior to his directorship, he served in various positions including Warden and Deputy Warden of institutions, Regional Administrator, and Deputy Director of Operations, a position he was in for 14 years. Mr. Catoe holds a B.A. in Psychology from Presbyterian College in South Carolina, and completed some graduate coursework in Criminal Justice at the University of South Carolina.

**David Tristan** worked for the



*David Tristan*

California Department of Corrections for nearly 30 years, and spent his last

*Continued on page 11*

# Training is the Key



## Needs Assessment for Support Staff

In August and September, support staff will be asked to complete a Training Needs Assessment.

Traditionally, in-service training has focused on institutional and staff security and safety issues, however, other types of training such as Groupwise, Customer Service, Secretarial Writing Skills, Telephone Tips, Purchase Order Preparation and

Managing Inventory have been added.

If you are asked to complete a Needs Assessment, please help by identifying any special training you believe could help you be more effective in your job. The Staff Development and Training Bureau Curriculum Unit will use the results of the survey to develop new training modules based on your responses.

In addition to information gained through formal Needs Assessments, the Training Bureau is always accepting ideas for new training classes. Please give your ideas to your local Training Officer or send them to **Gail Rittenhouse**, Administrator - Staff Development and Training Bureau at mail code #803.

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## After 30 Years of State Service Pat Dunford Will Retire

*by ASPC-Yuma Training Officer Anita Beverly*

When you find yourself thanking your training officer for that specialized unit training update, individual training transcript, or overall complex administration training report, be sure to thank Pat Dunford.

**Patricia L. Dunford**, Management Analyst II for Staff Development and Training Bureau, is responsible for designing the current database program in use throughout the Arizona Department of Corrections. Prior to her enterprising efforts in the development of this comprehensive employee professional development tracking and planning system, record keeping was difficult due to the assorted practices in the field, and field reports were virtually nonexistent. It is relatively easy to observe the daily assistance that her automated program provides to all staff in the department, but what is a little more obscure is what her program design has the capability of producing for ADC in the future.

Dunford envisions a system accessible by all employees in routine operations that will allow supervisors and staff to readily access records for scheduling and goal-setting purposes,

registering for training classes throughout the state online and enabling records to be instantly retrievable whenever a staff member transfers to another facility.

Her tenure with training at ASPC-Tucson began as a Training Specialist from 1980 to 1985. She was promoted to Training Officer, from 1985 to December 2000.

Dunford's training skills have been utilized as an Associate Faculty member of Pima Community College, from 1978 to 1980, and a Training Specialist with the Arizona State Department of Economic Security from 1970 to 1978. Her personal academic achievements include a Master's Degree from Arizona State University, and Bachelor's Degrees in Psychology and Art from Northern Arizona University.

As retirement looms in Dunford's plans, the reactions among Staff Development and Training Bureau staff vary from disbelief to insecurity.



**Management Analyst II Patricia L. Dunford**

It is hard to fathom the job without her very capable presence.

Staff Development and Training Bureau Administrator Gail Rittenhouse said, "Because of her knowledge, Pat has earned a great deal of respect within the Department. Her service to the Arizona Department of Corrections and the State of Arizona is both remarkable and commendable and she will be missed, both personally and professionally."

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At ASPC-Tucson, the inclement weather and poor visibility caused staff to lock down the complex, take inmate counts, open the Incident Command Center, activate the A-team, the first line of response to an IMS, and increase prison-perimeter patrol.

ASPC-Tucson Deputy Warden **Scott Yates**, who was the Incident Commander during the storm, said, "The storm was so bad that when I pulled up to the prison in my vehicle, it looked like a wind tunnel."

After the rain stopped and winds halted, staff were on the roofs responding to the reported damages.

"Within minutes following the rain storm, Physical Plant personnel along with security staff and inmate crews from Rincon Unit were out assessing damage and covering up damaged roofs. Debris was found hundreds of yards away, fortunately no one was hurt," said ASPC-Tucson Physical Plant Manager **Fred Taylor**.

Due to the damage, staff were required to relocate 13 inmates at the Rincon Unit and halt statewide transportation to the unit for two days.

Also, the Echo Unit was struck by lightning, damaging security cameras and monitors. The Winchester unit reported water leaks around doors and windows.

The micro burst that hit ASPC-Douglas snapped nine power poles. Douglas was without power for approximately 25 hours and phone lines for roughly 19 hours. The complex, equipped with backup power sources, had to rely on ingenuity of staff who were forced to use cellular phones, generators and batteries.

ASPC-Douglas Warden **Charles Flanagan** said, "Through the implementation of IMS, the complex was able to provide for the safety and security of civilians, staff and inmates. Through the teamwork of all line staff, supervisors, maintenance personnel, canteen staff and administrators this emergency was managed successfully."

According to ADC Department Orders, an IMS is the set of procedures to establish command and effectively manage personnel and resources, while ensuring the safety and welfare of all persons involved.

## Health Services Takes Steps to Shape Its "DESTINY"

*by Denise Steed, HSD-CO*

After strategic planning sessions were held last year by Health Services staff, six groups were formed to support the division's goals. These groups, focusing on Quality of Work Life Issues, formed the DESTINY Teams. (Developing Effective Strategies To Implement Next Year.)

The goal of the first DESTINY Team is to enhance **professionalism** by creating an environment of participatory management at all levels of the organization. One action of this Team is to develop Supervisory Awareness Training to address issues raised by staff from the Quality of Work Life Survey.

Another Team is focusing on **improving and standardizing health care practices**. Components of this group include staff training and

improving inmate understanding of the ADC healthcare system.

The goal of the third Team is to improve the **recruitment and retention** of staff. Projects focus on the recruitment processes, analyzing hiring statistics and developing retention programs to reduce turnover and improve employee satisfaction.

**Enhancing communication** and cooperation among all entities within the Department is the task of the fourth DESTINY Team. Efforts are being made to increase staff understanding of the role of Health Services, as well as to develop Employee Wellness Programs.

The fifth Team is concentrating on identifying and incorporating **advanced technologies** that will support the mission of Health Services. Actions of this group include upgrading all health

## Did you know that...?

■ According to A.R. S. 41-3002.01, The State Department of Corrections terminates on July 1, 2002. It's known as the sunset law.

■ The State Auditor General's Office conducts periodic audits of all State Agencies to determine the need to continue the agency.

■ The Auditor General noted that ADC has saved \$5.5 million in the last two years using privately operated prisons and that not a single ADC job has been lost due to private prisons.

■ The building of new prisons added 1,375 new positions since 1997. ADC had a 25% turnover rate in FY2000. Because of growth and turnover, HRD filled nearly 5,000 positions between 1997 and 2000.

■ Auditor General has noted:

- ✓ ADC pays over \$10 million a year in overtime.
- ✓ It costs over \$9,600 to train each new officer.
- ✓ Security staff uses 6,166 hand held radios, 2,415 weapons, and 1,992 vehicles.
- ✓ Since 1984 the inmate population has risen from 7,400 to over 26,000 inmates.
- ✓ All of the audit reports can be viewed in their entirety at [www.auditorgen.state.az.us](http://www.auditorgen.state.az.us).

*Prepared by Lacy Scott*

facilities to utilize current technology.

Finally, **cost-effectiveness** is the goal of the last DESTINY Team. This Team will validate funding needs and identify strategies to control escalating health care costs.

These Teams are working hard to improve Health Services and the entire Department. Thanks to the drive and dedication of the Team members, ADC is shaping its destiny to improve the quality of work life for all of us in the 21<sup>st</sup> century.

# Officer Aids a Fellow Tucson Officer

By Sheila Millette, ASPC-Tucson



CO Rodolfo Acosta

If not for the heroic efforts of Officer **Rodolfo Acosta**, there would have been one seriously injured Tucson Police Officer and a suspect on the loose.

On May 28, Officer Acosta demonstrated dedication beyond the call of duty when he assisted a Tucson Police Officer who was attempting to take a subject into custody outside of Dillard's Department Store at the Tucson Mall. The man was resisting the officer and subsequently assaulted him. When Officer Acosta observed the man assaulting the officer, he provided assistance without regard for his personal safety. With Acosta's help and the help of three Pima County Deputies, the subject was taken into custody without further injury to the police officer.

Captain Michael Garigan of the Tucson Police Department said, "Without Officer Acosta's assistance, the Tucson Police Officer may have sustained serious injuries, or the suspect may have escaped. Acts such as this should not go unnoticed and we would all like to let Officer Acosta know what a true "hero" we think he is."

For his bravery, Acosta was recently recognized by the Tucson Police Department for his dedication to the law enforcement community and the public.

# New Executive Staff Assistant Works for the Director

"I thrive on new learning experiences and challenges, and the Department has provided me with numerous opportunities. I believe I will continue to grow creatively and professionally in my new position. I'm excited about this opportunity"

Those were the words of Director Terry L. Stewart's new Executive Staff Assistant **Sally Delbridge** on her recent promotion.

Mrs. Delbridge began her career in the Department in 1992 as an assistant to the Deputy Warden at Florence's Central Unit. From 1992 to 2001 she worked for the ASPC-Florence Warden in a variety of positions, the most recent being Executive Staff Assistant. During this time, she worked for five different wardens.



Ms. Sally Delbridge

Prior to coming to ADC, Mrs. Dedlbridge worked for 13 years for the Department of Economic Security.

# Intern Has Rewarding Experience

By ASPC-Douglas Intern James Barrios

My experience as a student intern at ASPC-Douglas was beneficial to both the State and myself. I was assigned to Operations Food Service under the direction of the Correctional Dining Service Manager II **Alex Ruiz**. Due to many issues with the contractor and unit kitchens, this office was in dire need of assistance with documentation and general operations.

Although I was only a student, I was given important assignments, such as sanitation inspections of the kitchens, supervision of meals, weekly meal ordering, and other special projects. As the weeks progressed, the office workload started to diminish and my supervisor was able to trust me to do my work independently, while he concentrated on issues in the kitchens concerning maintenance and the contractor. Associated with the Food Service Department, I have experienced the many problems handled on a day-to-day basis. No matter the problem, be it equipment failure or staff shortages, the meals for the inmates must be done in order for the Complex to remain operational. An interdependence with the contractor and the State is a necessity in making this happen.

I also learned about the benevolent nature of ASPC-Douglas employees. On March 26, my father passed away. After informing my supervisor of my situation, he coordinated a fundraiser for my family to help with any expenses resulting from the funeral and mounting medical costs. The money raised was a great help to my family and was immensely appreciated.

Working at ASPC-Douglas, I realized that most myths about correctional personnel are wrong. ADC employees are goodhearted, hard-working people who routinely do their job to the best of their abilities. I value and respect their commitment to serving the public and I am honored to be associated with an agency such as the Department of Corrections.



# Female DUI Inmates Graduate at Perryville

Earlier this month, 24 ADC inmates received certificates for graduating from the first-ever drug and alcohol abuse curriculum for females with DUI offenses.

The female inmates at ASPC-Perryville completed a nine-week, court-mandated pilot program requiring them

to participate in at least 16 hours of educational training and 20 hours of treatment. The program is designed to help DUI inmates deal with any past drug and alcohol issues or inappropriate behavior.

ADC Substance Abuse Programs Administrator **Ellen Kirschbaum** said, "This was a good time for the Department to get the pilot program started. We have all female inmates at one prison, which makes it easier to provide training. In the past, female inmates were spread out over many complexes. It was difficult and not affordable to provide training to small groups."

ADC contracted the Treatment Assessment Screen Center, an organization devoted to the advancement of state of the art drug and alcohol abuse and mental health intervention and treatment, to help launch the pilot program.

Sharon Praytor, a TASC teacher, said "Many of the inmates are interested in both components of our program. During our educational instruction, most of the inmates could not believe the physical effects alcohol and drugs have on the body. During the treatment portion, inmates were motivated to work on trying to solve their issues."

The women who participated in the program came from assorted backgrounds, varied in age and had a

different number of DUI offenses.

David Reid, a TASC teacher, said, "The only thing these inmates had in common was their offense. Now, their common bond is recovery. To watch that bond grow is miraculous. It was not something I expected to happen in a prison."



*TASC Teacher Sharon Praytor talks to DUI inmates*

Some of the women who graduated from the program volunteered and others were chosen. A few of the inmates were skeptical about participating at first.

"At first, One inmate was very negative

about the program. After going through the education, she admitted the program was the best thing that happened to her. By the end of the program, she felt comfortable sharing her personal issues," said Praytor.

According to ASPC-Perryville COIV **Judy Gabbert**, One inmate told me, "If I had the information then that I have now, I probably would not be here. In fact, many of the inmates who participated in the program learned a lot and have vowed never to commit a crime again."

The DIU pilot program for female offenders was funded in part by a grant from the Alcohol Abuse Treatment Fund. To help fund the pilot program, inmates who participated were required to pay 67 percent of their wages.

In completing the program, inmates receive a certificate, and have a chance to get their driver's license back upon release.

"In the future, ADC plans to add aftercare to the program and have a permanent drug and alcohol abuse program for female inmates with DUI offenses at Perryville's Santa Maria Unit," said Kirschbaum

## *What's New at:* [adcprisoninfo.az.gov](http://adcprisoninfo.az.gov)

Revisions to the following Director's Instructions:

- ✓ **DI 175** - Separation of Inmates
- ✓ **DI 125** - Protective Segregation
- ✓ **DI 156** - Inmate Internet Access

**The following Department Order changes have been made:**

**DO 517** Employee Grievances, **DO 514** PACE, **DO 503** Employee Grooming and Dress, **DO 304** Equipment & Inventory, **DO 906** Recreational Arts & Crafts.

**The Following Divisional pages have received substantial revisions:**

- Human Resources and Development
- Administrative Services
- Prison Education Programs

An ADC **Privacy Policy** statement on gathering of information via the Internet has been linked to all on-line forms.

- At the beginning August the **old ADC Home page** address ([adc.state.az.us:81](http://adc.state.az.us:81)) ceased to function. Until then it had been possible to view the correct Home Page ([adcprisoninfo.az.gov](http://adcprisoninfo.az.gov)) at that server address. If you find that you cannot now access the Home Page, please type into your browser address bar [adcprisoninfo.az.gov](http://adcprisoninfo.az.gov) When this page loads, please go to your browser **TOOLS** and **INTERNET OPTIONS** dialog boxes where it can be selected as a default home page, or it can be bookmarked and saved under **FAVORITES**.

- Note that new ADC Stationery orders, including business cards, should bear the web address - [adcprisoninfo.az.gov](http://adcprisoninfo.az.gov)

- Back issues of Directions can be found on the web.

- **Employee Resources** grievance information and FAQs.

*Paul Lamprill, ADC Webmaster*

# ADC Remembers CO Garrett Robinson

On July 6, Arizona Department of Corrections lost a fine officer. **Garrett Hassan Robinson**, a COII at ASPC-Lewis, was killed in a car accident in Phoenix by a driver who ran a red light. The 26-year-old Robinson, a native of Chicago, leaves behind his wife Gloria and his 4-year-old son Aaron. Garrett Hassan Robinson will always be loved and remembered by family, friends and fellow officers.

One of his fellow officers COII **Jefferey Saren** wrote this poem (right) in his memory.



*COII Garrett Hassan Robinson*

**G**rateful to have you in my heart.  
**A**ngels have a place for you.  
**R**emembering all that you gave to me.  
**R**ecieve my thoughts of you.  
**E**very time I hear some jazz  
**T**houghts of you will be near.  
**T**hanking God that I met you.  
**H**olding back every tear.  
  
**R**eminiscing about the lives we've lived  
**O**ur families, how wonderful they are.  
**B**ragging about who was the luckiest,  
**I**nsisting you were luckier, by far.  
**N**o one could ever feel my sadness  
**S**o hopefully time will mend.  
**O**h how you will be missed, Garrett.  
**N**ever forget that, my friend.

## New Warden at ASPC-Winslow

*By Sheila Millette, ASPC-Tucson*

Director **Terry Stewart** has appointed **David Cluff** to Warden at the Arizona State Prison Complex-Winslow. The appointment goes into effect September 15.

Mr. Cluff began his career in 1978 as a Correctional Officer at ASPC-Florence. He was promoted through the security series and worked in various custody levels.

Cluff served the Department in a variety of administrative positions.

These positions include: Associate Deputy Warden of SMU II and CB-6; Deputy Warden of Alhambra/Flamenco and SMU II. Most recently, he has been the Deputy Warden of Operations at ASPC-Tucson.

Cluff looks forward to his new assignment working at the Winslow prison and the opportunities and challenges it presents.



*Winslow Warden David Cluff*

ten years as CDC's Institutions Division Deputy Director before retiring. His experience included directing staffing studies to ensure that staffing was adequate for the level and mission of the institution and to identify weaknesses in safety and security. Most recently, he has been working part-time with CDC's Selection and Standards branch which is responsible for the recruitment and testing of correctional officers, recommending changes which have had positive results for CDC.

Mr. Tristan holds a Bachelor of Arts degree from Pepperdine University in Los Angeles, and has graduate studies from the University of California - Northridge.

**Michael T. Pickett** retired from the California Department of Corrections after more than 30 years of service. He began as a correctional officer, and has held positions in the CDC to include Investigator, Parole Agent, Deputy Warden, Warden, and Regional Administrator. He has provided consulting work to the Texas Department of Criminal Justice in the areas of use of force and investigations. He also has worked as



*Michael T. Pickett*

an expert witness in prison operational issues for the California and Arizona Attorney General's Offices, and the Los Angeles County District Attorney's Office.

Mr. Pickett holds a Bachelor of Science degree in Police Administration from California State University in Los Angeles.

**F. Warren Benton** is the Director of the Masters of Public Administration Inspector General Program and the chair of the Department of Public Management at the John Jay College of Criminal Justice at City University of New York (CUNY). He is also a faculty member of the Ph.D Program in Criminal Justice at CUNY's

Graduate Center. From 1975 to 1979 he was the Director of the Oklahoma Department of Corrections. He has provided correctional consulting in the areas of policy, planning, operations, programs, and facility staffing to numerous state, county and city correctional systems around the country. He has authored a vast array of books, book chapters, articles, and professional reports on subjects dealing with correctional personnel management and staffing.



*F. Warren Benton*

Mr. Benton holds a Ph.D. in Educational Psychology/Counseling and a Masters in Education from the University of Illinois, and a Liberal Arts degree from Grinnell College.

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recent Public - Private Prison Comparison study indicated privately provided services and security operations to be comparable with Department operated prisons.

This high level of proficiency has been achieved as a direct result of the contractual requirements the Department places on the privately operated prisons. The Report notes that contractually a private prison must comply with Department Orders and its operations mirror state prisons. For instance, keys, menus, counts, tools, store items and so forth are controlled the same as an ADC prison. To ensure the private operator does not take short cuts, ADC monitoring teams are on-site to ensure contract and operational compliance.

The Auditor General reports, "The Department's extensive oversight appears to ensure the programs success. Through strong contract requirements and extensive oversight activities, the Department has ensured that contracted facilities operate almost exactly like state-operated facilities, but at a lower cost."

A difference between private and public prison is that only in a private prison will a warden be monitored by an ADW. The monitoring staff consists of an ADW, one lieutenant and a classification specialist. While the Department and the monitoring staff strive to build a working partnership with the private operator, the principal responsibility of the monitors is to ensure the Department's best interests are met.

This month, Arizona Correctional Industries will be moving from its current location to a new industrial and office facility.

Look for a feature story on ACI's grand opening in November.

**The New Address:**

Arizona Correctional  
Industries  
3701 West Cambridge  
Phoenix, Arizona 85009

New Telephone: (602) 272-7600  
Fax Number: (602) 255-3108

# Welcome to “The Rock”: ASPC Winslow

*By Diane Hoke ASPC-Winslow*



*Flag stone dedicated to Sandra Bachman and Brent Lumley at Perryville*



*Warden's parking sign at Winslow*



*Stone work in ASPC-Winslow rest area done with Flagstone*



*ASPC-Florence's flagstone sign*

ASPC-Winslow is the Arizona Department of Corrections version of the “Rock” because of the enormous amount of flagstone on its prison grounds.

All of the flagstone used at ADC complexes statewide comes from Winslow and is used for such things as walkways, monuments, signs and various other structures.

Built near a flagstone mine, ASPC-Winslow has purchased the right to pull flagstone from the mine for \$2000 per year. Inmates mine the rock using heavy equipment. The flagstone is then brought to the Coronado Unit where artisans

design and carve the rock.

In 1995, ASPC-Winslow started carving signs for the Apache Unit. The signs were so impressive the Department began to take an interest and thought similar signs would enhance the beauty of ADC complexes statewide. One of the finest flagstone pieces is the memorial at ASPC-Perryville, a dedication to fallen officer **Brent Lumley** and Administrative Assistant **Sandra Bachman**.

Winslow has been mining and providing flagstone for ADC prisons for over 10 years. The original flagstone projects were completed by inmates at

ASPC-Winslow's Physical Plant under the direction of the maintenance's watchful eye. Stone carving was later moved to the Coronado Unit where it has been for the last five years, and continues to be in full production.

Throughout the years, flagstone orders have been filled and there has never been a piece that has needed correction nor has any complex ever been charged for any of the work.

The numerous ADC flagstone projects have not stripped the mine of its resources. Currently, the mine is loaded with flagstone and Winslow keeps